

CHAPTER 1

THE CHAIN OF COMMAND

References

Joint Doctrine Capstone and Keystone Primer, 10 Sep 01
Joint Pub 3-0, Doctrine for Joint Operations, 10 Sep 01
FM 1-0, The Army, 14 June 2001
FM 3-0, Operations, 14 June 2001
FM 100-7, Decisive Force: The Army in Theater Operations, 31 May 1995
The National Security Strategy of the United States of America – September 2002
National Military Strategy: Shape, Respond, Prepare Now – A Military Strategy for a New Era - September 1997
Unified Command Plan, 2002

Foundation Lesson

The National Security Strategy (NSS) released on 17th September 2002 by President George W. Bush, is a strategy to further U.S. interests through decisive security actions, cooperative stability and economic progress.



Defending our Nation against its enemies is the first and fundamental commitment of the Federal Government. Today, that task has changed dramatically. Enemies in the past needed great armies and great industrial capabilities to endanger America. Now, shadowy networks of individuals can bring great chaos and suffering to our shores for less than it costs to purchase a single tank.¹

Students must read and understand this lesson before beginning any of the subsequent lessons in the book²

Objective

The objective of this lesson is to:

- Understand the **National Security Strategy** (NSS)
- Provide an overview of the **National Military Strategy** (NMS), which will receive more attention in LESSON/CHAPTER 15 Force Projection.

¹ The National Security Strategy of the United States of America – Sep 02

² This lesson will also be reviewed on several occasions throughout LEDC. It is a primary lesson of reference for Theater Logistics.

- Understand the purpose of doctrine.
- Have a working knowledge of the United States Military Chain of Command.

Purpose of the Armed Forces

The Armed Forces are the Nation's military instrument for ensuring our security. Accordingly, the primary purpose of US Armed Forces is to deter threats of organized violence against the United States and its interests, and to defeat such threats should deterrence fail. The military is a complementary element of national power that stands with the other instruments wielded by our government. The Armed Forces' core competence is the ability to apply decisive military power to deter or defeat aggression and achieve our national security objectives.

Fighting and Winning Our Nation's Wars

Our Armed Forces' foremost task is to fight and win our Nation's wars. Consequently, America's Armed Forces are organized, trained, equipped, maintained, and deployed primarily to ensure that our Nation is able to defeat aggression against our country and to protect our national interests.

National Security Strategy

The United States enjoys a position of unparalleled military strength and great economic and political influence. In keeping its heritage and principles, the U.S. does not use its strength to press for unilateral advantage. The U.S. instead seeks to create a balance of power that favors human freedom: conditions in which all nations and all societies can choose for themselves the rewards and challenges of political and economic liberty. In a world that is safe, people will be able to make their own lives better. The U.S. will defend the peace by fighting terrorists and tyrants. It will preserve the peace by building good relations among the great powers. The U.S. will extend the peace by encouraging free and open societies on every continent.

To defeat the potential threats to the U.S., the Nation must make use of every tool in the arsenal—military power, better homeland defenses, law enforcement, intelligence, and vigorous efforts to cut off terrorist financing. The war against terrorists of global reach is a global enterprise of uncertain duration. America will help nations that need assistance in combating terror and will hold to account nations that are compromised by terror, including those who harbor terrorists - because the allies of terror are the enemies of civilization. The United States and countries cooperating with it must not allow the terrorists to develop new home bases. Together, the U.S., with its allies will seek to deny terrorists sanctuary at every turn.

The gravest danger the Nation faces lies at the crossroads of radicalism and technology. Enemies of the U.S. have openly declared that they are seeking weapons of mass destruction, and evidence indicates that they are doing so with determination. The United States will not allow these efforts to succeed. The U.S. will build defenses against ballistic missiles and other means of delivery and will cooperate with other nations to deny, contain, and curtail our enemies' efforts to acquire dangerous technologies. And, as a matter of common sense and self-defense, America will act against such emerging threats before they are fully formed. The Nation cannot defend America and its friends by hoping for the best - we must be prepared to defeat our

enemies' plans, using the best intelligence and proceeding with deliberation. History will judge harshly those who saw this coming danger but failed to act. In the new world we have entered, the only path to peace and security is the path of action.

NSS Goals

*"Our Nation's cause has always been larger than our Nation's defense.
We fight, as we always fight, for a just peace—a peace that favors liberty.
We will defend the peace against the threats from terrorists and tyrants.
We will preserve the peace by building good relations among the great powers.
And we will extend the peace by encouraging free and open societies on every continent."*

President Bush
West Point, New York
June 1, 2002

The U.S. national security strategy is based on a distinctly American internationalism that reflects the union of our values and our national interests. The aim of this strategy is to help make the world not just safer but better.

The **goals** of the strategy are:

- **Political and economic freedom;**
- **Peaceful relations with other states; and**
- **Respect for human dignity.**

To achieve these goals, the United States has the following **imperatives** in support of the goals:

- Champion aspirations for human dignity;
- Strengthen alliances to defeat global terrorism and work to prevent attacks against us and our friends;
- Work with others to defuse regional conflicts;
- Prevent enemies from threatening the U.S., its allies, and friends, with weapons of mass destruction;
- Ignite a new era of global economic growth through free markets and free trade;
- Expand the circle of development by opening societies and building the infrastructure of democracy;
- Develop agendas for cooperative action with other main centers of global power; and
- Transform America's national security institutions to meet the challenges and opportunities of the twenty-first century.

The following descriptions of the imperatives are taken from the September 2002 National Security Strategy.

Champion Aspirations for Human Dignity

America will stand firmly for the nonnegotiable demands of human dignity: the rule of law; limits on the absolute power of the state; free speech; freedom of worship; equal justice; respect for women; religious and ethnic tolerance; and respect for private property.

Strengthen Alliances to Defeat Global Terrorism and Work to Prevent Attacks Against the U.S. and its Allies

The United States of America is fighting a war against terrorists of global reach. The enemy is not a single political regime or person or religion or ideology. The enemy is terrorism—premeditated, politically motivated violence perpetrated against innocents. In many regions, legitimate grievances prevent the emergence of a lasting peace. Such grievances deserve to be, and must be, addressed within a political process. But no cause justifies terror. The United States will make no concessions to terrorist demands and strike no deals with them. We make no distinction between terrorists and those who knowingly harbor or provide aid to them.

Work with Others to Defuse Regional Conflicts

Concerned nations must remain actively engaged in critical regional disputes to avoid explosive escalation and minimize human suffering. In an increasingly interconnected world, regional crisis can strain our alliances, rekindle rivalries among the major powers, and create horrifying affronts to human dignity. When violence erupts and states falter, the United States will work with friends and partners to alleviate suffering and restore stability. No doctrine can anticipate every circumstance in which U.S. action—direct or indirect—is warranted. We have finite political, economic, and military resources to meet our global priorities.

Prevent Enemies from Threatening the U.S., its Allies, and Friends, with Weapons of Mass Destruction

The U.S. must be prepared to stop rogue states and their terrorist clients before they are able to threaten or use weapons of mass destruction against the United States or its allies and friends. The U.S. response must take full advantage of strengthened alliances, the establishment of new partnerships with former adversaries, innovation in the use of military forces, modern technologies, including the development of an effective missile defense system, and increased emphasis on intelligence collection and analysis.

The comprehensive strategy to combat WMD includes:

- Proactive counter-proliferation efforts.
- Strengthened nonproliferation efforts to prevent rogue states and terrorists from acquiring the materials, technologies, and expertise necessary for weapons of mass destruction.
- Effective consequence management to respond to the effects of WMD use, whether by terrorists or hostile states.

Ignite a New Era of Global Economic Growth through Free Markets and Free Trade

A strong world economy enhances our national security by advancing prosperity and freedom in the rest of the world. Economic growth supported by free trade and free markets creates new jobs and higher incomes. It allows people to lift their lives out of poverty, spurs economic and legal reform, and the fight against corruption, and it reinforces the habits of liberty.

The U.S. will promote economic growth and economic freedom beyond America's shores. All governments are responsible for creating their own economic policies and responding to their own economic challenges. The U.S. will use its economic engagement with other countries to underscore the benefits of policies that generate higher productivity and sustained economic growth.

Expand the Circle of Development by Opening Societies and Building the Infrastructure of Democracy

A world where some live in comfort and plenty, while half of the human race lives on less than \$2 a day, is neither just nor stable. Including all of the world's poor in an expanding circle of development—and opportunity—is a moral imperative and one of the top priorities of U.S. international policy.

Decades of massive development assistance have failed to spur economic growth in the poorest countries. Worse, development aid has often served to prop up failed policies, relieving the pressure for reform and perpetuating misery. Results of aid are typically measured in dollars spent by donors, not in the rates of growth and poverty reduction achieved by recipients. These are the indicators of a failed strategy.

Develop Agendas for Cooperative Action with Other Main Centers of Global Power

America will implement its strategies by organizing coalitions—as broad as practicable—of states able and willing to promote a balance of power that favors freedom. Effective coalition leadership requires clear priorities, an appreciation of others' interests, and consistent consultations among partners with a spirit of humility.

Transform America's National Security Institutions to Meet the Challenges and Opportunities of the Twenty-First Century

The major institutions of American national security were designed in a different era to meet different requirements. All of them must be transformed. It is time to reaffirm the essential role of American military strength. We must build and maintain our defenses beyond challenge. Our military's highest priority is to defend the United States.

National Security Strategy - Key Points³

- The September 2002 National Security Strategy emphasizes the decisive and influential role of the United States in the world today. It rests on eight imperatives, from promoting human rights to transforming U.S. national security institutions.
- Many elements of the NSS evolved from previous policy statements. The most apparent and major reiteration is the President's call for a preemptive-strike policy to avert and defeat threats to the United States and its allies. The security

³ Examining the September 2002 National Security Strategy, <http://www.ausa.org/ilw>, September 2002/DR02-07

- focus emphasizes cooperation with friendly nations, bolstered coalitions and long-term economic and civil development.
- The NSS ties together the principles of free trade and developing markets with regional alliances and sustained global stability. Cooperation on all levels, whether in regional security, international commerce or pursuit of human rights, ensures the United States will maintain its strategic and economic dominance while peacefully perpetuating its democratic principles throughout the world.
 - The NSS will guide the National Military Strategy, which directly impacts the course of the armed forces in the coming years. The United States will maintain its core capabilities and continue investing in a transformed force for the future. The preemptive-strike policy will push the military to heightened readiness and will demand greater resources to be a credible policy tool for the United States.

National Military Strategy

[Note that this National Military Strategy (NMS) supports the previous National Security Strategy (NSS) and not the NSS discussed above. The new NMS had not been released at the time of printing, December 2002]

The foundations of the National Military Strategy (NMS) derive from the National Security Strategy (NSS). The National Military Strategy provides the advice of the Chairman of the Joint Chiefs of Staff (CJCS) in consultation with the Joint Chiefs of Staff and the Combatant Commanders on the strategic direction of the Armed Forces. In the 1997 and 1998 National Security Strategy and the QDR report, the President and the Secretary of Defense introduced an integrated strategic approach embodied in the terms Shape, Respond and Prepare Now. The NMS is based on these concepts. It builds on the premise that the United States will remain globally engaged to:



- **Shape** the international environment and create conditions favorable to US interests and global security.
- It emphasizes that the United States Armed Forces must **Respond** to the full spectrum of crises in order to protect United States national interests.
- It further states that as the United States Armed Forces pursue shaping and responding activities, it must also take steps to **Prepare Now** for an uncertain future.

National Military Objectives

To defend and protect US national interests, our national military objectives are to:

- To **Promote Peace and Stability** and, when necessary,
- To **Defeat Adversaries**.

US Armed Forces advance national security by applying military power as directed to help **Shape** the international environment and **Respond** to the full spectrum of crises, while we also **Prepare Now** for an uncertain future.

Elements of Strategy

Shaping the International Environment. US Armed Forces help shape the international environment through deterrence, peacetime engagement activities, and active participation and leadership in alliances. Critical to deterrence are our conventional warfighting capabilities and our nuclear forces. Deterrence rests on a potential adversary's perception of our capabilities and commitment, which are demonstrated by our ability to bring decisive military power to bear and by communication of US intentions. Engagement activities, including information sharing and contacts between our military and the armed forces of other nations, promote trust and confidence and encourage measures that increase our security and that of our allies, partners, and friends. By increasing understanding and reducing uncertainty, engagement builds constructive security relationships, helps to promote the development of democratic institutions, and helps keep some countries from becoming adversaries tomorrow.

Responding to the Full Spectrum of Crises. The US military will be called upon to respond to crises across the full range of military operations, from humanitarian assistance to fighting and winning major theater wars (MTW), and conducting concurrent smaller-scale contingencies. Our demonstrated ability to rapidly respond and to decisively resolve crises provides the most effective deterrent and sets the stage for future operations if force must be used. Should deterrence fail, it is imperative that the United States be able to defeat aggression of any kind. Especially important is the ability to deter or defeat nearly simultaneous large-scale, cross-border aggression in two distant theaters in overlapping time frames, preferably in concert with allies. The ability to rapidly defeat initial enemy advances short of their objectives in two theaters in close succession reassures our allies and ensures the protection of our worldwide interests. We must also be prepared to conduct several smaller-scale contingency operations at the same time, as situations may dictate the employment of US military capabilities when rapid action is required to stabilize a situation.

Preparing Now for an Uncertain Future. As we move into the next century, it is imperative that the United States maintains the military superiority essential to our global leadership. Our strategy calls for transformation of our doctrine and organizations and a stabilized investment program in robust modernization that exploits the Revolutions in Military Affairs (RMA) and Business Affairs (RBA).

Strategic Concepts

The National Military Strategy describes four strategic concepts that govern the use of our forces to meet the demands of the strategic environment.

- **Strategic Agility** is the timely concentration, employment and sustainment of US military power anywhere, at our own initiative, and at a speed and tempo that our adversaries cannot match. It is an important hedge against the uncertainty we face. It allows us to conduct multiple missions, across the full range of military operations, in geographically separated regions of the world.
- **Overseas Presence** is the visible posture of US forces and infrastructure strategically positioned forward, in and near key regions. Forces present overseas promote stability, help prevent conflict, and ensure the protection of US interests. Our overseas presence demonstrates our determination to defend US,

allied, and friendly interests while ensuring our ability to rapidly concentrate combat power in the event of crisis.

- **Power Projection** is the ability to rapidly and effectively deploy and sustain US military power in and from multiple, dispersed locations until conflict resolution. Power projection provides the flexibility to respond swiftly to crises, with force packages that can be adapted rapidly to the environment in which they must operate, and if necessary, fight their way into a denied theater.
- **Decisive Force** is the commitment of sufficient military power to overwhelm an adversary, establish new military conditions, and achieve a political resolution favorable to US national interests. Together, these four strategic concepts emphasize that America's military must be able to employ the right mix of forces and capabilities to provide the decisive advantage in any operation.

Strategic Goals and the Use of Force

The military component of the national security strategy focuses on the use of military force--in demonstration or operation--as an element of national power. Its combination with other elements of national power seeks to preserve, to protect, and to advance the vital interests of the United States. Military operations--in war or operations other than war--influence, and are influenced by, other elements of policy. **The objective of the military in war is victory over the opposing military force at the least cost to American soldiers.** How that victory contributes to the overall policy objectives is determined before the war is joined. War makes the most manifest use of military force. However, successful military operations in any form require that military commanders have a clear sense of strategic policy goals and objectives, how the use of military force fits into the overall national security strategy, and the desired military end state.

National security strategy and national military strategy, shaped by and oriented on national security policies, **provide strategic direction** for combatant commanders. Combatant commanders, in turn, provide guidance and direction through their **combatant command strategies and plan for the employment of military forces**, in conjunction with interagency and multinational forces, in the conduct of military operations.

Levels of War

The **levels of war** are **doctrinal** perspectives that clarify the links between strategic objectives and tactical actions. Although there are no finite limits or boundaries between them, the three levels are **strategic, operational, and tactical**. They apply to war and to operations other than war. The levels are defined based on their effect or contribution to achieving strategic, operational, or tactical objectives.

Doctrine

Doctrine is the statement of how America's Army, as part of a joint team, intends to conduct war and operations other than war. It is the condensed expression of the Army's fundamental approach to fighting, influencing events in

operations other than war, and deterring actions detrimental to national interests. As an authoritative statement, doctrine must be definitive enough to guide specific operations, yet remain adaptable enough to address diverse and varied situations worldwide.

Doctrine touches all aspects of the Army. It facilitates communications between Army personnel no matter where they serve, establishes a shared professional culture and approach to operations, and serves as the basis for curriculum in the Army school system. Doctrine permeates the entire organizational structure of the Army and sets the direction for modernization and the standard for leadership development and soldier training.

Army forces today are likely to encounter conditions of greater ambiguity and uncertainty. Doctrine must be able to accommodate this wider variety of threats. In so doing, the Army is prepared to respond to these worldwide strategic challenges across the full range of possible operations as part of a joint and combined team.

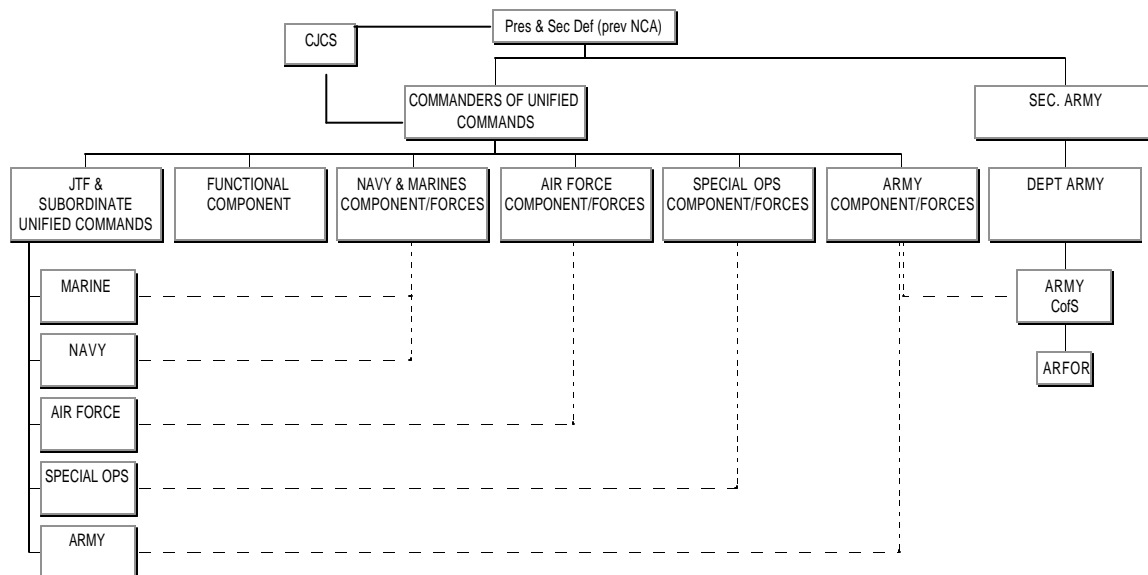


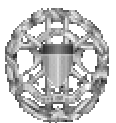
Figure 1-1. The Chain of Command

The Key Players (see Figure 1-1)



The President of the United States, advised by the National Security Council, is responsible to the American people for national strategic unity of effort.

The Secretary of Defense (SecDef - principal military assistant) is responsible to the President for national military unity of effort for creating, supporting, and employing military capabilities.



The Chairman of the Joint Chiefs of Staff (CJCS – principal military advisor) functions under the authority, direction, and control of the President and Secretary of Defense and transmits communications between the President and Secretary of Defense and combatant commanders and oversees activities of combatant commanders as directed by the Secretary of Defense.

Commanders of Combatant Commands (COCOM) exercise combatant command (command authority) over assigned forces and are directly responsible to the PRESIDENT AND SECRETARY OF DEFENSE for the performance of assigned missions and the preparedness of their commands to perform assigned missions.

The Chain of Command



The President and Secretary Of Defense exercise authority and control of the Armed Forces through **a single chain of command with two distinct paths**. The first path runs from the President, through the Secretary of Defense, directly to the **commanders of combatant commands** for missions and forces assigned to their commands.



The second path, used for purposes other than operational direction of forces assigned to combatant commands, runs from the President, through the Secretary of Defense, to the Secretaries of the **Military Departments**.

The Military Departments, organized separately, each operate under the authority, direction, and control of the Secretary of Defense. The Secretaries of the Military Departments exercise authority, direction, and control through the individual Chiefs of the Services of their forces not specifically assigned to combatant commanders.



The Unified Command Plan establishes the missions and geographic responsibilities among the combatant commanders. **Among revisions to the plan that took place on Oct. 1, 2002:**

- U.S. Northern Command – new combatant command assigned to defend the United States and support military assistance to civil authorities.
- U.S. Joint Forces Command – focus became transforming U.S. military forces; geographic responsibilities shift to Northern and European commands.
- U.S. Space Command and Strategic Command merged into an expanded STRATCOM, headquartered at Offutt Air Force Base, Neb.

With the advice and assistance of the Chairman of the Joint Chiefs of Staff, **the President**, through the Secretary of Defense, **establishes combatant (unified or**

specified) commands for the performance of military missions and prescribes the force structure of such commands.

Commanders of combatant commands are responsible to the President and Secretary Of Defense for the preparedness of their commands and for the accomplishment of the military missions assigned to them. **Combatant commanders are therefore the vital link** between those who determine national security policy and strategy and the military forces that conduct military operations designed to achieve national strategic objectives.

The term “**combatant commander**” refers to the **Commander** of both geographically and functionally organized combatant commands. The term “**geographic combatant commander**” refers to a combatant commander with a geographic area of responsibility (AOR) assigned by the President and Secretary of Defense.

Based on guidance and direction from the President and Secretary of Defense, **combatant commanders prepare strategic estimates, strategies, and plans** to accomplish the missions assigned by higher authority. Supporting combatant commanders and their subordinates ensure that their actions are consistent with the supported commander’s strategy.

General responsibilities for combatant commanders are established by law (title 10, United States Code, section 164) and expressed in the Unified Command Plan and Joint Pub 0-2, "Unified Action Armed Forces (UNAAF)." Current AOR for the Geographic Commands are shown at Figure 1-2.



Figure 1 – 2. Geographic Commands AOR. ⁴

Relationships Between Combatant Commands and Military Departments

Continuous Coordination. The Joint Staff and Service headquarters play a critical role to ensure that combatant commanders' concerns and comments are effectively included/ advocated during the coordination among all components of the Department of Defense. The current locations of the Unified Command headquarters are shown in Figure 1-3.

Unified and Specified Commands

A **unified command** is a command with a **broad continuing mission** under a single commander and is composed of forces from two or more Military Departments and which is established by the President, through the Secretary of Defense, with the advice and assistance of the CJCS.

⁴ These geographic regions will be in effect on 1 October 2002 in accordance with the 2002 Unified Command Plan (UCP).

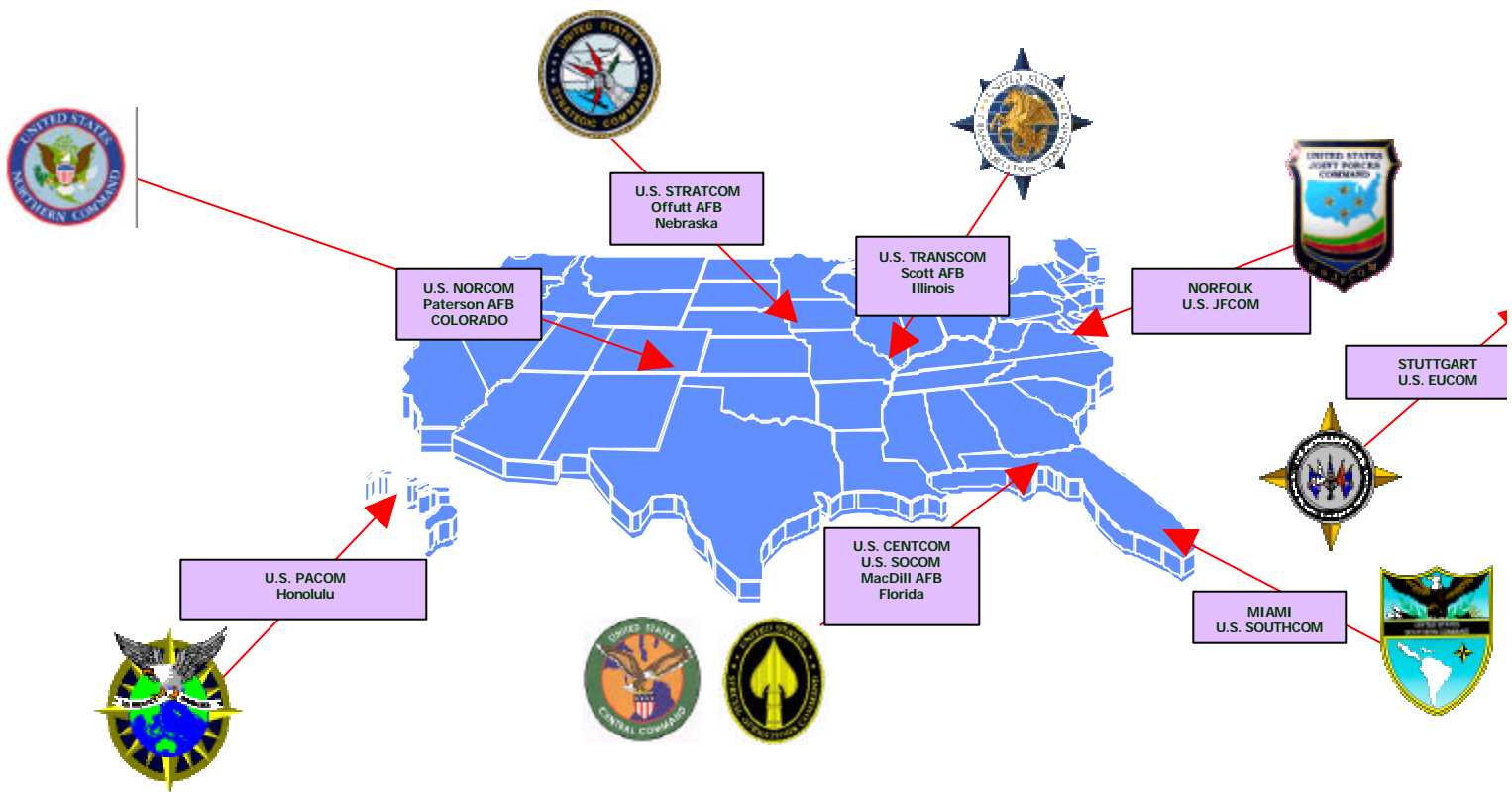


Figure 1 - 3. Present locations of the Headquarters of the Unified Commands

Unified Commanders can adapt a command structure using any of the following options:

1. Subordinate Unified Command
2. Joint Task Force
3. Functional Component
4. Service Component
5. Single-Service Force (normally the geographic combatant commander assigns operations requiring a single-Service force to a Service Component)
6. Specific operational forces that, because of mission assigned and the urgency of the situation, must remain immediately responsive to the geographic combatant commander.

These options do not in any way limit the commanders' authority to organize their forces as they see fit. The combatant commanders are responsible for the development and production of joint operation plans. During peacetime, they act to deter war and prepare for war by planning for the transition to war and military operations other than war. During war, they plan and conduct campaigns and major operations to accomplish assigned missions.

A **Specified Command** is a command that has broad continuing missions and that is established by the President through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. It normally is composed of forces from a **single Military Department** but it may include units and staff representation from other Services. There are currently no specified commands designated by the President and Secretary Of Defense.

Unified Commands: Geographical & Functional Basis

The Geographic Commands.



Establishing a unified command/joint force on a geographic area basis is the most commonly used method to assign responsibility for continuing operations. A unified commander assigned a geographic area is considered an area commander. **Only commanders of Combatant Commands are assigned areas of responsibility. Subordinate joint force commanders are normally assigned joint operations areas.** The geographic commands are:

- U.S. Northern Command – assigned to defend the United States and support military assistance to civil authorities.
- The U.S. Pacific Command enhances security and promotes peaceful development in the Asia-Pacific region by deterring aggression, responding to crises and fighting to win.
- U.S. Southern Command shapes the environment within its area of responsibility by conducting theater engagement and counter-drug activities in order to promote democracy, stability and collective approaches to threats to regional security; when required responds unilaterally or multilaterally to crises that threaten regional stability or national interests, and prepares to meet future hemispheric challenges.
- U.S. European Command is a unified command whose mission is to maintain ready forces to conduct the full spectrum of military operations unilaterally or in concert with the coalition partners; to enhance transatlantic security through support to NATO; to promote regional stability; and advance U.S. interests in Europe, Africa and the Middle East.
- U.S. Central Command's Area of Responsibility (AOR) includes 25 nations, ranging from Egypt in the West to Pakistan in the East, from Kazakhstan in the North to Kenya and the Horn of Africa in the South. It includes the waters of the Red Sea, Arabian Gulf, and the Western portions of the Indian Ocean. The region comprises an area larger than the continental United States, stretching more than 3,100 miles East-to-West and 3,600 miles North-to-South. It includes mountain ranges with elevations exceeding 24,000 feet, desert areas below sea

level and temperatures ranging from below freezing to more than 130 degrees Fahrenheit.

The Functional Commands.



Sometimes a unified command/joint force based solely on military functions without respect to a specific geographic region is more suitable in order to fix responsibility for certain types of continuing operations (e.g., the unified commands for transportation, space, special operations, and strategic operations). The commander of a joint force established on a functional basis is assigned a functional responsibility by the establishing authority. The functional commands are:

- U.S. Joint Forces Command – has transferred its geographic area of responsibility to the Northern and European commands and has changed from being a unified command with geographical and functional areas of responsibility to a functional combatant command. Its focus is transforming U.S. military forces and will remain the “joint trainer” and force provider.
- U.S. Strategic Command has subsumed U.S. Space Command and is the command and control center for U.S. strategic forces and controls military space operations, computer network operations, information operations, strategic warning and intelligence assessments as well as global strategic planning.
- U.S. Transportation Command is a functional command providing support to all commands in support of strategic deployment, critical in the specific instruments of National Power – Power Projection and specifically the Military Component of Force Projection. U.S. Special Operations Command is a functional command with a global mission and components of the three Services, being one of the principle components of the force structure and tasked directly by the President and secretary of Defense. It provides support to all the other commands.
- U.S. Special Operations Command – USSOCOM’s mission is to support the geographic unified commands, ambassadors and their country teams, and other government agencies by preparing SOF to successfully conduct special operations, including CA and PSYOP. The commander in chief of USSOCOM has two roles. In his capacity as a supporting commander, he provides trained and ready SOF. In his role as a supported commander, he must be prepared to exercise command of selected special operations missions when directed by the Command Authorities.

The Service Component Commands

Unified Commands/Joint Force Commanders have the **authority to organize forces to best accomplish the assigned mission** based on their concept of operations. The organization should be sufficiently flexible to meet the planned phases of the contemplated operations and any development that may necessitate a change in plan.

Administrative and logistic support for joint forces is provided through **Service component commands**. The JFC also may conduct operations through the Service component commanders or, at lower echelons, through Service force commanders. Functional component commands can be appropriate when **forces from two or more Services must operate in the same dimension or medium or there is a need to accomplish a distinct aspect of the assigned mission**. Functional component commands do not constitute a joint force. Most often, joint forces are organized with a combination of Service and functional component commands with operational responsibilities. An example of a service component commander is the Army Service Component Commander (ASCC), formally known as the Theater Army Commander.

The senior army leader in unified or subunified command, beneath a combatant commander, is designated the ASCC. The senior army commander in the theater operates within the chain of command. He answers to the theater commander - known as the COMBATANT COMMANDER - for operations and receives logistics and administration from his service. The ASCC prosecutes the logistics and administration responsibilities through administrative control (ADCON) authorized by the Secretary of the Army and the CSA.

ADCON is subject to the combatant commander's command authority (COCOM). The services operate under the authority, direction, and control of the SECDEF through the secretary of the military departments. This traditional service branch of the chain of command--for purposes of organizing, training, and equipping forces to fulfill specific combat functions and for administering and supporting such forces--runs from the President, through the SECDEF, to the Secretary of the Army, to the Department of the Army for Army forces (ARFOR) not assigned to a combatant commander. This service branch of the chain of command is separate and distinct from the chain of command of a combatant command.

CHAPTER 1: Chain of Command

Homework Assignment

Manuals Required to Complete Homework: FM 100-7

1. The senior army leader in a unified or sub-unified command beneath the combatant commander is designated the _____.
Ref. FM 100-7, Intro p V.
2. The _____ operate under the authority, direction, and control of the _____ through the secretary of the military departments. This traditional service branch of the chain of command--for purposes of _____, _____, and _____ forces to fulfill specific combat functions and for administering and supporting such forces--runs from the _____, through the _____, to the _____, to the _____. For ARFOR not assigned to a combatant commander.
Ref. FM 100-7, Intro p V.
3. The _____ prescribes the chain of command.
Ref. FM 100-7, p2-5.
4. The _____ placed the _____ within the chain of command to communicate the directions of the PRESIDENT AND SECRETARY OF DEFENSE. Though he does not exercise military command over any combatant forces, all communications between the _____ and combatant commanders pass through the _____.
Ref. FM 100-7, p 2-5.
5. The _____, using ADCON authority, is responsible for _____, _____, _____, _____, _____, and _____ ARFOR assigned to the unified and specified commands. The emphasis of the service branch of the chain of command is _____ support to respective service forces. Training during peacetime, in preparation for war, and before commitment of forces is also a key element and task for the _____.
Ref. FM 100-7, p 2-6/7.
6. The _____, with the advice and assistance of the _____, establishes combatant commands (unified and specified) on a _____ or _____ basis. Regionally oriented unified commands are called theater combatant commands.
Ref. FM 100-7, p 2-9.
7. The _____, using the COCOM options, establishes the theater command structure. He may establish _____ JFCs (subunified commands and JTFs). These _____ may be established on a _____ or _____ basis.
Ref. FM 100-7, p 2-9.
8. A _____ is a command that has broad, continuing missions. The PRESIDENT AND SECRETARY OF DEFENSE, with advice and assistance of the _____, establishes a _____. A _____ is composed normally of forces _____.

from a single military department. Still, it may include units and staffs from other services. Currently, _____ commands exist. Ref. FM 100-7, p 2-10.

9. _____ are those combatant commands with significant forces from two or more services. They may be _____ or _____ oriented. Ref. FM 100-7, p 2-10.

10. Name the Functionally oriented (Global) Unified Commands.

- a.
- b.
- c.
- d.

Ref. Unified Command Plan.

11. Name the Regionally oriented (Theater) Unified Commands.

- a.
- b.
- c.
- d.
- e.

Ref. Unified Command Plan.

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